

The problem

When a company goes from 10 to 20 to 40 people, it doesn't just add headcount — it multiplies complexity. At 10, speed covers the mess. At 20, decisions start slowing down. At 40, you're spending 80% of your time firefighting and wondering why growth stalled.

The real issue isn't talent. It's that the company grew faster than its structure. Nobody fully owns the outcome. Every decision still goes through you. And value is leaking in the handoffs between teams that don't talk to each other.

Who I work with

Marketplace and tech companies, post-seed or Series A, between **10–80 people** and **€1–15M revenue**. Companies where growth is real but the structure hasn't kept up.

You recognize this:

- You're still in the middle of most operational decisions
- Every week feels like putting out fires
- You hired more people but you're working more, not less
- Teams are busy all day but growth doesn't follow
- Problems between teams become personal instead of structural

What I do

I come in, find where things break between teams, redesign how the company is structured and who owns what, install systems that create real accountability — and leave when the machine runs without me. I'm not part of your politics. I make the hard calls.

Three ways to work together

Fractional COO

Ongoing operational leadership. I work alongside your team on a regular basis — building structure, driving execution, removing bottlenecks. For companies with product-market fit, ready to scale.

Consultant COO

Specific projects with a clear scope: org redesign, team restructuring, process overhaul, M&A integration. I come in, solve the problem, and hand it back.

Advisory

Lighter touch for founders who need a sparring partner. Regular check-ins to challenge your thinking, review your structure, and keep you honest on execution.

Track record

-60%

operational overtime

-25%

operating costs

1 → 17

team built from zero

-15%

accounting overhead